



Human Resources Vision

Version	Owner (dept. or function)	Target audience	Approved by	Approval date	Review frequency	Reviewed topics
1	HR dept.	Value chain, employees	ExCom		At least every 3 years	/

I. Introduction

Our Human Resources Policy has as global aim to contribute to VPK's strategy. That strategy is based on reaching the highest customers' loyalty by being part of their supply chain processes. To be successful in that, VPK needs to be trustable, predictable, visible and measurable. Therefore, our Human Resources Policy is described through our HR Vision.

II. Scope

Why are we doing it ?

As an HR Department, we support the companies of the VPK group in realizing their business objectives and those of their customers. This commitment is made in respect of our company values: Trust, Ownership, Care and Beyond.

How are we doing it ?

In collaboration with the hierarchical line, we create a corporate culture in which our employees can give the best of themselves at all times, focus on their assignment and do so with respect for their own well-being and that of their colleagues.

III. What are we doing - Commitments

In order to deal with its employees, with its stakeholders, with the environment and society in a sustainable manner, VPK is committed to operate with **respect** for local, national and international **regulations**.

In the **recruitment process** we pay attention to the talents of each individual. We value diversity and encourage everyone to apply, regardless of background, gender, age,



orientation, religion, nationality or physical ability. Our organization strives for a workplace where everyone feels welcome, respected and valued.

Our **remuneration policy** takes sectoral and collective labor agreements as its foundation. Where possible, we over achieve this with company-specific agreements, preferably concluded with the employees' elected trade union representatives. We pay attention to the fact that our remuneration policy contributes to a comfortable way of life for our individual employees. We ensure that every employee is paid at least the local minimum wage level.

To support the **development** of new competencies or deepen existing ones, we organize a **performance cycle** in which employee and manager discuss possible **career evolutions**. Together, a **learning & development plan** is discussed, which can include both individual and collective training. HR monitors this process and will work with the manager on **succession planning**, always within the capabilities of each individual and with an eye to the future needs of the VPK Group.

Our **managers** play a crucial role in realizing our commitment to our business objectives and customers. From HR we offer them access to leadership training, mentoring, coaching and individual guidance. As managers, they are primarily responsible for promoting our **values** on a daily basis and translating them into the workplace. They must also ensure at all times that VPK is a **respectful and safe working environment**, where attention is also paid to the **well-being** of every employee.

Involved and committed employees are worth their weight in gold. In order to know the effect of all initiatives and to make adjustments where necessary, we want to gain insight into how our employees experience them. In addition to any mandatory **surveys**, we conduct research into the various areas of our HR policy.

We wish to work on a **corporate culture** of continuous improvement where our employees can give the best of themselves at all times, focus on their assignment and do so with respect for their own well-being and that of their colleagues.

IV. Targets

We aim at the following targets:

- 95% of our contracts are permanent contracts
- We offer every full-time employee at least 20 hours of training and education every year
- Every year we conduct an employee experience survey at at least 15 of our sites



V. Responsibility and governance

The Board of Directors and the Executive Committee are responsible for the strategy and approach of our HR Vision and have set out clear roles and responsibilities within VPK Group in order to achieve coordinated action. The Sustainability Steering Committee is in charge of monitoring the targets.

KPI stewards: HR- and legal department, reporting to the Sustainability Steering Committee and the senior management.
